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THE CONSTRUCTION OF A QUESTIONNAIRE TO MEASURE SELF-INDUCED CONCATENATED DEMOTIVATION

dr.sc. Joško Sindik

Sanja Tvarog

Ana Globočnik Žunac

ABSTRACT The concept of self-induced concatenated demotivation describes the “chain” of demotivational processes and interactions of employees, in the contexts of post-socialism, job characteristics, dominant forms of motivation and group cohesion in work organizations. The aim of the preliminary research was to construct a questionnaire to measure the concept of self-induced concatenated demotivation and the relations between its latent dimensions. The study included a “snowball” sample of 196 participants aged 20 to 65, of both genders, with heterogeneous professions and degrees in education. Based on the results of factor analysis three latent dimensions have been obtained, that account for only 36% of the total variance of the manifest area of self-induced concatenated demotivation, which we have named: pessimism/rationalization, social orientation, the ability to evaluate other people. The questionnaire to measure self-induced concatenated demotivation of employees has proved to be a low but satisfactory reliable measuring instrument for all three dimensions of the concept.

Key words: latent dimensions, job characteristics, motivation, postsocialism

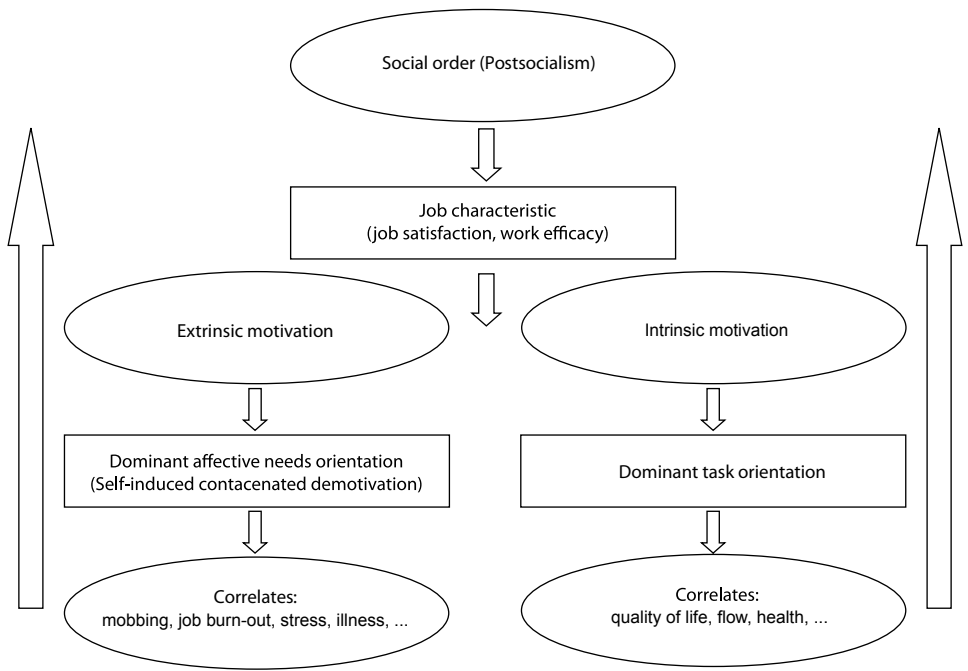
JEL: C91, J28, P30

1. INTRODUCTION

To gain a general insight into the concept of self-induced concatenated demotivation we need to gain an insight into several important starting points of this model (figure 1). First we need to consider some features characteristic of the *socialist order*, related to employees' attitudes towards their job (1) and then we need to consider the *characteristics* that a *job* needs to have in order to be motivating, that is potentially closely related to *job satisfaction* (2). Furthermore, the authors of this concept assume that, in conditions of (more or less motivating) work characteristics, because of the domination of *intrinsic or extrinsic factors of work motivation*, it will result in an increased or a decreased job *performance* (3), a predominance of a certain type of *employees orientation*, in other words in a predominant task orientation or even interpersonal relations orientation (4).

Since we can not exclude desirable and undesirable safety factors of task and interpersonal relations orientation for the benefit of employees, we have assumed that the target orientation would have dominantly **desirable as well as undesirable correlations** (5). It should be pointed out that it is primarily a general model, whose single elements are often extremely complex (for example the question of job performance, job satisfaction, motivation). However, our basic aim is to describe the specific process that leads to a “chain“ of a mutual demotivation of employees in a certain work organization, that we have tried to explain using the concept of self-induced concatenated demotivation. That certainly enables a wide range of future researches, where the complexity of certain model elements will considerably contribute to specific knowledge in this field.

Figure1: The general context of the appearance of self-induced concatenated demotivation



The socialist order and work motivation

There are some factors that lead to a decrease in work motivation that we can consider by taking an insight into aspects of the crisis of socialism in the former Yugoslavia. In the early 1960-ties in the former country of Yugoslavia extrinsic factors (primarily money) dominated over intrinsic factors, as motivators of a higher commitment to work and an improved work performance, especially among physical workers. At the end of the 1980-ties extrinsic factors dominated as motivators that could have been a repercussion of the social crisis in the last phase of socialism. “Leveling” (uravnilovka“), as a very low salary range for certain work structures in a specific work organization is in direct contradiction to work motivation (Županov, 1988). Šverko (1988) indicates that there was a negative

productivity rate in the final years of the former country of Yugoslavia. He believed that the declined work motivation had not been the main cause of the crisis, but that it had been caused by antecedent factors that have also led to a decrease of work motivation. Conditions that encourage work performance are:

a high and a positive reward value (a positive evaluation of money as a compensation for the work done); the reward for the increased commitment to work should be tempting enough; a sense of relationship between effort and work performance; a sense of relationship between work performance and rewards; the relationship between work performance and reward should be proportional to the individual's perception of the same relation by people, the individual compares himself with (the question of distributional justice). Šverko (1988) believed that at that time only the first condition for improving motivation was fulfilled. Petrič (1988) found a huge difference in understanding the justice of income distribution in the sense of work rewards: whereas younger employees find that rewards should be given for work performance, older employees find that they should be granted for work experience, years of service and solidarity. Education was found righteous criteria just by those who have it. In the end of the 1980-ties a preferred criteria for rewarding work achievements was as follows: work conditions (1), work performance (2), responsibility of the manager (3), material responsibility (4), years of service in an organization, institution or company (5), educational qualification (6), the age of 45 (7), solidarity with single parents (8). Jerovšek (1988) affirmed that in the former country of Yugoslavia there was a prevalence of the egalitarian syndrome and the market value system was discredited, that led to a decreased motivation of highly qualified employees. Jušić (1988) believed that distribution politics as a means of motivating people was not adequately motivating. Petz (1988) additionally considered demotivation that emerges as a result of deprivation of elementary needs. He states that because of the lack of intrinsic factors, the individual does not believe that an improved work performance will result in a higher income. The problems of socialism emerged from the facts that people were inadequately compensated for their work; the workplace could not have been lost even if the individual's productivity was very low or even completely missing. The problem of low productivity lies in the lack of responsibility (Petz, 1988). Therefore, one of the correlations of the crisis of socialism is the appearance of diffusion responsibility, which describes the low personal responsibility for the behavior and consequences of one's actions that manifests by individuals in a social situation (Kolesarić, 2005). In other words, an inadequate distribution and a small number of fulfilled conditions that encourage high work performance are linked to the diffusion of responsibility and a reduced work motivation in conditions of the socialist system in the former country of Yugoslavia. Considering the given analysis that emerged in the end of such a social system (in the context of the model shown in figure (1) it can be believed that in postsocialism a lot of the described factors that demotivate employees can still be found.

Motivating job characteristics, job satisfaction and work performance

Hackman and Oldham (1980) indicate that three psychic conditions must exist in order to motivate employees. Those three conditions are: (1) a feeling of purpose (em-

employees see their work as relevant in the context of the work organization); (2) a sense of responsibility (employees feel responsible for the quantity and quality of their work); (3) a knowledge of the results (the amount of the feedback that an employee receives has a direct impact on the amount of the effort that the employee will make in his work). There are five job characteristics that influence those psychic conditions: (a) skills (skills and experience required for the job); (b) task identity (whether the task includes the entire operation from its start to its end); c) task significance (how much a job means to others in the organization or a wider society (d) autonomy (how much freedom a person has in deciding in which way to solve the task); (e) feedback (the amount of feedback that a person receives on his work). Closely linked to the studies of job characteristics as well as to studies of work motivation are the studies of job satisfaction (Abu – Bader, 2005). Job satisfaction is an affective response or reaction to different conditions and aspects of work such as salary, superiors, colleagues, work conditions or even the work itself. That is an affective condition that describes someone's feelings towards work, that can be linked to the size of the organization and the demographic categories such as gender, age, education, marital status, role distinctness, social support (Arches, 1991). The definitions of job satisfaction are based on the individual's expectance of what he should gain from work (in ideal circumstances) and what he actually gains in a concrete situation. The feeling of satisfaction or dissatisfaction is a subjective and emotional reaction of the individual to his work (Abu-Bader, 2005, Arches, 1991). The factors related to job satisfaction can be divided in three groups, as Porter and Miles (1974) had done. The individual characteristics include interests, attitudes and needs. Job characteristics are autonomy, task complexity, feedback regarding success. Characteristics of work situations are for examples immediate work environment (rank and management) and organizational activities (the practice of rewarding and organizational culture). There are no consistent results for the differences in job satisfaction of people of different gender or for the relation of age and job satisfaction, years of service and job satisfaction. In one of his rare longitudinal studies Hoppock (1935) concluded that job satisfaction increases with age (Davies and Shackleton, 1975). Herzberg (1957, from Davies and Shackleton, 1975) stated that there is a U-shaped relationship between job satisfaction and age. Regarding education, those who are higher educational qualified are more often satisfied, provided that they can apply their knowledge and specialty in their workplace. Significant differences in satisfaction emerge depending on the type of work.

The key factors are work content, the level of autonomy, responsibility and heterogeneous work tasks (Davies and Shackleton, 1975). A connection between job satisfaction and certain organizational results such as absenteeism, fluctuation and productivity have been implicitly assumed. Bussing (2002) claimed that absenteeism and fluctuation could be predicted based on job satisfaction, but that it was clearer reflected in the cases of leaving a company than in cases of absences. Iaffaldano and Muchinsky (from Warr, 1996) carried out a meta-analysis of the previous studies of the correlation between job satisfaction and work performance, that showed mainly a statistically significant, but relatively low positive relation ($r=0,25$) between job satisfaction and work performance. In our country, Možina (1979; according to Marušić, 2001) detected a mid- high positive

correlation ($r=0,60$) between job satisfaction and job efficiency, but only in successful companies. In less successful companies the correlation was significantly lower ($r=0,28$). It seems that the correlation between job satisfaction and work performance is greater for more complex and more demanding jobs, thus for example scientists show a greater correlation between job satisfaction and work performance than salesmen, teachers, officials, nurses (Judge, Thoresen, Bono and Patton, 2001). War (1996) assumed that work performance is not only affected by job satisfaction, but that there were also other factors, such as organizational and personal, that affect job satisfaction only partially. Furthermore, some researchers assume that job satisfaction causes high productivity, whereas there is others who see job satisfaction as a consequence not a cause of high productivity. Cherrington, Reitz and Scott (1971, according to Konjić, 1987) consider that productivity and satisfaction are actually the reward function. Judge, Thoresen, Bono and Patton (2001) name 17 potential moderators of the relation between job satisfaction and work performance, and state that in the studies of the correlation between job satisfaction and work performance a big number of other variables, that could influence this correlation, should be controlled. In the context of the model shown in figure 1, it is possible that the assumed lesser motivating relation towards work that has emerged from work characteristics significantly influenced by the postsocialist tradition can be linked to a lower job satisfaction and a lower work performance.

Work motivation

The next model elements are two basic types of work motivation. Extrinsic motivation is motivation whose origin lies in the factors beyond the individual (for example rewards), not in inner motives (Petz, 2005). Intrinsic motivation is a type of motivation where the need emerges from inner motives, and the satisfaction emerges from this activity or its meaning, and not from outer motives (for example rewards or fear of punishment) (Petz, 2005). It is an inherited tendency to study, research, seek out novelty and challenges, exploit one's own abilities and talents, realize one's full potential (self-actualization), which is necessary for the cognitive and social development, and it presents the basic source of joy and vitality in life. Although intrinsic motivation is innate, its maintenance and amplification seeks conditions that encourage and it can be easily disturbed by various discouraging conditions.

The comparison between people whose motivation is authentic (derived from themselves) and those whose motivation is controlled by outer factors shows that people whose motivation is authentic show more interest, more excitement and more confidence (Ryan & Deci, 1995), that is manifested in a greater performance, persistence, creativity (Deci & Ryan, 1991; Sheldon, Ryan, Rawsthorne & Ilardi, 1997), and a basic welfare (Ryan, Deci & Grolnick, 1995). Intrinsic aspirations (enable a direct satisfaction of basic psychological needs) lead to greater self-confidence, self-actualization and relief of depression and anxiety, whereas extrinsic aspirations (satisfy basic psychological needs indirectly) are counter related to those welfare indicators. The aim of the cognitive evaluation theory as a sub-theory of self-determination is to specify factors that could explain the variability in intrinsic motivation (social and environmental factors that facilitate or inhibit intrinsic

motivation). Social environment can facilitate or inhibit intrinsic motivation by encouraging or inhibiting the satisfaction of innate psychological needs (competence, autonomy and closeness). In order to improve motivation for the performance of an extrinsically motivated activity, it is necessary that a person perceives the outer locus of control as internal, in other words to accept that extrinsically motivated behavior as intrinsically motivated. The key factor is the level of perceived autonomy: the social context can lead to an autonomously regulated behavior, but only if that context actually encourages autonomy. The higher the level of perceived social closeness and perceived competency, the greater the internalization and integration of behavior will be. In the context of the model shown in figure 1, it is likely that lower motivating work characteristics will be related to a lower level of job satisfaction and a lower work performance. Hypothetically, in most cases this should result in a dominant extrinsic motivation that can hardly be increased, even if a cognitive evaluation is done. On the other hand, individuals who are able to successfully over-evaluate realistically low motivational antecedent factors mentioned earlier, will develop intrinsic work motivation, through cognitive evaluation.

Task orientation and orientation towards affective needs

Work motivation appears in social situations and it is potentially reflected. Apart from facilitating a specific type of motivation (intrinsic and extrinsic), the social context potentially moderates types of group cohesion. Furthermore, the lack of intrinsic work motivation can co-influence the rare appearance of stunning prepossession (Csikszentmihalyi, 2008); what can affect the orientation of group cohesion in conditions of low and dominant extrinsic work motivation. In conditions of “surplus” working hours, that are not fulfilled with productive work, employees, hypothetically with the aim to satisfy primarily affective needs, are more oriented towards social relations, than towards the task. In other words, less motivated employees not only spend more time communicating and maintaining intensive social contacts, but also potentially favor cohesion that is based on interpersonal attraction. Carron et al (1998) defined group cohesion as a dynamic process that indicates the tendency of the group to be connected and to stay together, trying to achieve the group’s goal and/or to satisfy of group member’s affective needs. Yakelson, Weinberg and Jackson (1984) tried to develop a measuring instrument that would simultaneously measure the aspects of task orientation and the aspects of orientation towards social relations in interactive team sports. Task orientation is manifested in the individual’s general orientation to achieve group goals, whereas social orientation is directed towards the development and maintenance of social relations inside a group. In a meta-analysis of 49 studies, Mullen and Cooper (1994) found a significant positive correlation between cohesion and efficient performance, but mainly of a medium amount (0,25), that is somewhat greater in sport teams than in laboratory groups. The authors found that cohesion that is based on group task is a more efficient performance determinant than cohesion that is based on interpersonal attraction. The authors also indicate that performance is a determinant of cohesion, and not the other way round. In other words, a good result affects greater group cohesion, whereas a high initial cohesion in a lower degree affects a positive result of the group task. Researches on cohesion that apply the group environment ques-

tionnaire in the field of sports have shown that task oriented cohesion is more important in teams than it is in social cohesion (Sindik, 2009). In the context of the model shown in figure 1, it is likely that employees with a higher work motivation will tend to develop group cohesion in a work organization that emphasizes task orientation, rather than the satisfaction of group members' affective needs. With an assumed dominant intrinsic motivation, a greater job satisfaction and a greater work performance, with a self-initiative to be oriented towards work characteristics that motivate, people will hypothetically tend to spend their working hours working, therefore oriented towards task achievement. A support for this assumption is given by researches that indicate greater group cohesion oriented towards the task. On the other hand, extrinsic motivation, lower job satisfaction and a lower work performance, as a correlation of perceived demotivational work characteristics (in the context of postsocialism), can result in an orientation towards communication (social relationships) with the aim to achieve the satisfaction of affective needs.

Self-induced concatenated demotivation

The concept of self-induced concatenated demotivation describes antecedents of final undesired correlations (the left part of the model shown in figure 1) of decreased and dominant extrinsic work motivation, in conditions of work characteristics that demotivate, developed in the context of postsocialism. According to our assumptions, undesirable consequences (for example job burnout, stress, illness, low productivity) affect the slowing down of the constructive processes (employee cohesion oriented towards social relationships, extrinsic motivation, work dissatisfaction, low productivity), considering that the described model implies feedback. On the other hand, the right side of the model (figure 1) describes feedback that facilitates constructive processes in the model (employee cohesion that is task oriented, intrinsic motivation, job satisfaction, productivity). The importance of the concept can be seen in the context of facilitation, in other words inhibition of the transition process of the postsocialist society in the European context, where self-induced concatenated demotivation can have a significantly inhibiting function. On the practical level, the "chain" of self-induced demotivation can also occur in very successful work organizations that are dominated by (from the viewpoint of work performance and a subjective feeling of employee satisfaction) a positive organizational culture and a positive organizational climate.

A demotivated individual oriented towards social relationships, who dominantly possess an unconstructive work orientation (that he tends to rationalize by his affective attitudes); can affect the progressive (chained) demotivation of others. Therefore, the assumed decrease of work motivation creates the opportunity for the employee to communicate more often. This communication between employees is most frequently unconstructively oriented. For example, it is likely that a lower work performance will be less often attributed to intrinsic factors, and more often to extrinsic explanations ("others are to blame", "the government is to blame"). On the other hand, orientation towards social cohesion provides the opportunity for gossiping (Badurina, 2008). Gossip is defined as an ill-intentioned and/or sensationalistic rumor about other people's lives. The range of gossip can be very

wide: from harmless tongue sharpening to nasty and dangerous slander. The subjects of gossip are topics related to the lives of private or public people, but those topics assume a deviation from the ordinary, the expected and the socially acceptable. It is not easy to define a clear boundary between public and private gossip because public gossip (for example media's gossip) is very frequently a topic of conversation, therefore it also occurs in private conversations (Badurina, 2008). Gossip in the context of self-induced concatenated demotivation facilitates negative interpersonal relationships at work, and therefore the socially oriented group cohesion has a disastrous impact on work performance and on the satisfaction of social relationships of employees. The starting point in defining the concept of self-induced concatenated demotivation is inductive: it is based on a larger number of unsystematic observations as well as on collected and registered typical attitudes, behaviors and ways of thinking of employees in institutions in which the authors had been working and had an opportunity to cooperate. The features that we have divided into several thematic units are: attitudes and reflections on life in general, the attribution of causes of certain aspects of a wider context of the organizational climate, elements of self-concept (self-perception and self-evaluation). The defined thematic units incorporate a set of cognitions and feelings that tend to "justify" the somewhat lower level of work motivation in very different fields of life. On the other hand, it is likely that there is a simultaneous (probable) tendency to maintain self-confidence (primarily a positive image of oneself) and self-efficiency (mainly the sense of self-importance in the work environment, and the sense of self-competence in the non work sphere). However, it is likely that demotivation will be manifested in external attribution of work and life situations, or rationalization of reasons and circumstances of one's own success at work, in other words status. That should result in many beliefs and attitudes that tend to "justify" those hypothetical attributions and rationalizations.

In this paper we have tried to operationalize the preliminary version of the self-induced concatenated demotivation questionnaire, with which we have tried to compile typical attitudes, behaviors and reflections of employees that are unsystematically perceived in our work environments. We have assumed that a greater result in latent dimensions of this questionnaire can indicate a higher tendency of self-induced demotivation that has a higher expansion tendency towards other employees in the work environment.

Since we have started from previously mentioned theoretic determinants and practical observations in making the preliminary list of claims as an indicator of certain characteristics that describe self-induced concatenated demotivation, the main aim of the study was to determine latent dimensions in the basis of this concept. Hence, we have tried to determine the general theoretical content with which the characteristics of self-induced concatenated demotivation could be metrically correctly as well as logically interpretable arranged.

However, we have also wanted to determine the correlation between those latent dimensions.

We have assumed that there are latent dimensions with which we can explain the hypothetical area of self-induced concatenated demotivation. We have also assumed that the dimensions would be mutually low-positively related (that is largely conditioned by the selection of the method of factor analysis).

Method

Participants

The study included a “snowball” sample of participants aged 20 to 65, of both genders, with heterogeneous professions and degrees in education (N = 196). According to age the participants were divided into three subgroups: the youngest (aged 20-35, N=85), the middle-aged (aged 35-50, N=92) and the oldest (aged 50-65, N=19). Among the participants there were even 52 psychologists, 44 teachers and 43 participants with a degree in other social and humanistic studies (sociologists, special educators, doctors, and pedagogues), 26 economists and lawyers and 31 electrical and transportation engineers. The participant sample structure in relation to their profession shows a complete agreement between employment in the public sector with a social and humanistic orientation (except lawyers and economists), and the private sector and professions in natural sciences (together with lawyers and economists). Such a representation of sub-samples is a direct consequence of the participant selection principle by this non-probabilistic method (“snowball”). An insight into the demographic participant sample structure in relation to relevant research variables is given in Table 1.

Table 1: The demographic participant sample structure

Demographic feature	Gender		Employment		Professional qualification			
	M	F	Private	Public	Secondary education	Two-year degree	University degree	Ph.D.
Category								
Number of participants	48	148	57	139	32	40	109	15

In view of professional qualifications, the participant sample is threefold: Participants are divided into groups according to their secondary education, two-year degree, whereas those with a university degree, and an MA or a Ph.D. are included in the third sub-sample. Out of all male participants, 15 were employed in the public sector, whereas the other 33 were employed in the private sector. Out of all female participants, 124 were employed in the public sector, whereas the other 24 were employed in the private sector.

Instruments

The questionnaire of self-induced concatenated demotivation was constructed by the authors. Regarding the fact that the direct starting point in the formulation of items was a “new” theoretical concept, based on typical attitudes and reflections of people from their work experience, the items contently unify determinants of organizational climate, and specific attitudes towards work and organization, the country, gender roles, marriage, human nature. Being such, we were able to “logically” group them into attitudes that indicate general determinants of the organizational climate, pessimism, a negative evaluation

of other people, external attribution, rationalization of failure, preoccupation with social relationships, but also in other ways. They could all be hypothetical latent dimensions of the entire measuring instrument.

Next to the variables that are actually items of the questionnaire, data of demographic variables have also been collected: gender, age of the participant, the type of the graduate studies, employment in the public and private sector, professional education, years of service. The questionnaire initially consisted of 28 items with a Likert type scale of five degrees: from “we don’t agree at all” (1) to “we agree completely” (5) with the following content of claim (Table 2). Participants had the task to say in what degree they agree with the content of certain claims.

After the conducted component analysis we have defined three more variables that are actually the overall result according to the dimensions questionnaire (simple linear combinations of items that define each dimension).

Procedure

The questionnaire of self-induced concatenated demotivation was sent during the summer of 2007 via email to a large number of people working in the private or public sector. Furthermore, participants who were directly contacted by the authors were given the instruction to forward the questionnaire to their acquaintances having the same professional qualifications, and working in the public or private sector. The research was conducted with a guaranteed anonymity and a scientific purpose.

Data analysis methods

The data analysis was conducted by the statistical program SPSS 11. At first, we have determined the descriptive characteristics of the items on the overall participant sample, and then, in two iterations of the general component analysis with varimax rotation, we have defined the latent dimensions of the questionnaire, and checked the item reliability which is defined by certain dimensions. Afterwards we have defined the relationship of the received dimensions between themselves, as well as with the variables of age and years of service.

Results and Discussion

The average statistic values (arithmetic mean, dispersion, distribution) for each item of the questionnaire of self-induced concatenated demotivation (Table 2) have been defined by descriptive statistics.

Constructive validity

The important aim of this research was to determine the latent dimensions of self-induced concatenated demotivation.

For this purpose an analysis of the principal components with varimax rotation has been carried out and the number of factors has been determined using the Guttman-Kaiser criterion, based on the results of the Scree Plot test and relating to the criterion of the factor interpretability on the overall participant sample.

In the entire explained variance, after the carried out component analysis on the overall participant sample (Table 3), we have found three factors, that explain a total of over 35% of the entire variance. Following rotation, the first factor explains the most, 15% of the entire variance, and the second 11%, the third 10% of the entire variance.

From Table 3 it can be seen by which variables the received basic components had been saturated after the varimax rotation. The first factor (10 items) is called “pessimism/rationalization“, because it is the most saturated factor by variables that describe the pessimistic attitudes towards life and other people. Other people are interpreted as being more successful, because they are perceived as more skillful in social relationships, and present themselves and their work better in public. Indirectly, that can potentially indicate the realization of one’s own failures, and denial of one’s own competence to change something in life alone (external attribution). The scale of solidity defined by items of this factor is 0,717 (Cronbach’s α). The second factor (9 items) is called “social orientation“, and it is mostly defined by variables that describe satisfaction of one’s own needs and evaluation of one’s own and somebody else’s achievements primarily from the viewpoint of others (they are less directed towards personal or objective criteria, and more towards the perception of other people’s views and evaluation).

Simplified, this factor could be regarded as an aspect of extraversion. The scale of solidity defined by items of this factor is 0,680 (Cronbach’s α). The third factor (6 items) is called “ability to evaluate other people“, because it is determined by items that describe a significant importance and faith in the correctness of one’s own evaluation of other people. The scale of solidity defined by items of this factor is 0,653 (Cronbach’s α).

From Table 5 it can be seen that all intercorrelations of dimensions of the questionnaire are low to moderate high, and are significantly positively related. The highest value of correlation is found between the dimension of Pessimism/rationalization and social orientation.

Table 2: Descriptive statistics for items of the questionnaire of self-induced concatenated demotivation (preliminary version)

ZPDMZ questionnaire items	M	σ	Z	p
Those who are called "successful people" are generally emotionally "handicapped"	2,29	1,14	2,76	<,01
It angers me that some people have a higher salary than me.	2,48	1,28	2,64	<,01
I have to hear from or meet with at least one male friend or female friend.	2,64	1,38	2,70	<,01
I have noticed that a lot of people in my work environment are jealous of others.	3,05	1,19	2,44	<,01
I evaluate other people very well.	3,40	0,85	3,30	<,01
I often experience injustice done to me by others.	2,35	1,07	3,31	<,01
Nowadays in order to achieve success a "connection" or protection of someone powerful is needed.	3,06	1,19	2,24	<,01
The most frequent reason for human tragedies and reckless moves is someone's love life.	2,06	0,99	2,99	<,01
There are only few things I can personally change to be happier.	1,98	1,08	3,63	<,01
I believe I would be missed by my colleagues if I went to work somewhere else.	2,91	1,12	2,57	<,01
If I were born and raised in other circumstances I would be more successful.	2,33	1,18	2,58	<,01
My work is extremely important, but it is not appreciated enough by society.	3,15	1,30	2,09	<,01
Almost impeccably I notice very quickly other people's failure.	2,94	1,01	2,65	<,01
People of the opposite sex like me.	3,42	0,92	3,08	<,01
I am completely different from the people in my work environment.	2,85	1,13	2,32	<,01
The causes of my failures at work are most often other people's failures.	1,89	1,01	3,48	<,01
I like to analyze other people and their actions.	2,91	1,16	2,33	<,01
It is very important for me to speak with more people about the things that trouble me.	2,98	1,21	2,41	<,01
The government does not bother enough to inform me about the news related to my profession.	2,92	1,31	2,00	<,01
A lot of my colleagues are more appreciated than me, because they know better how to "represent" themselves in public.	2,48	1,11	2,85	<,01
The results of my work are not clearly visible, but are extremely important.	3,08	1,23	2,31	<,01
It is important for me to solve every problem in time.	1,94	0,97	3,60	<,01
I solve my problems alone.	2,34	0,90	3,45	<,01
I am worried when I hear that others speak negative things about me.	3,20	1,23	2,28	<,01
It is human nature to think and take care only about oneself and one's closest ones.	3,22	1,11	2,52	<,01
All people are in a way the same, thinking and feeling in a similar way.	2,40	1,11	2,49	<,01
You can not trust other people.	2,29	1,13	3,17	<,01
I can relax better when I communicate than when I am isolated from other people.	3,59	1,21	2,48	<,01
Age	37,85	10,10	1,87	<,01
Years of service	13,31	10,77	2,07	<,01

Legend: M= arithmetic mean; σ = standard deviation; Z= the Kolmogorov-Smirnov test; p= probability of deviation from normal distribution. Items numbered 11, 23 and 24 were decoded.

Table 3: The factor structure of the questionnaire of self-induced chained demotivation (preliminary version)

Variables	Factor 1			h ²
	1	2	3	
A lot of my colleagues are more appreciated than me, because they know better how to "represent" themselves in public.	,651			,448
There are only few things I can personally change to be happier.	,642			,498
Nowadays in order to achieve success a "connection" or protection of someone powerful is needed.	,634			,419
The causes of my failures at work are most often other people's failures.	,591			,424
Those who are called "successful people" are generally emotionally "hand-capped".	,590			,361
I often experience injustice done to me by others.	,585			,413
If I were born and raised in other circumstances I would be more successful.	,560			,364
You can not trust other people.	,504			,284
I am completely different from the people in my work environment.	,458			,363
It is human nature to think and take care only about oneself and one's closest ones.	,403			,190
I can relax better when I communicate than when I am isolated from other people.		,720		,581
It is very important for me to speak with more people about the things that trouble me.		,593		,391
I am worried when I hear that others speak negative things about me.		,565		,361
The most frequent reason for human tragedies and reckless moves is someone's love life.		,513		,321
I have to hear from or meet with at least one male friend or female friend.		,474		,201
The government does not bother enough to inform me about the news related to my profession.		,426		,243
My work is extremely important, but it is not appreciated enough by society.	,382	,390		,322
Team work is a mutual discussion about problems we tend to solve.		,374		,158
It angers me that some people have a higher salary than me.		,356		,201
I evaluate other people very well.			,730	,545
Women are perfectly understood by men.			,591	,351
People of the opposite sex like me.			,561	,335
Almost impeccably I notice very quickly other people's failure.	,357		,554	,454
Men are perfectly understood by women.			,504	,321
I believe I would be missed by my colleagues if I went to work somewhere else.			,452	,367
Initial characteristic roots (Eigenvalues)	4,911	2,275	1,773	
Characteristic roots after rotation (Eigenvalues)	3,845	2,724	3,392	
Percentage of the explained variance after rotation	15,378	10,895	9,566	
Overall variance explanations after rotation		35,839 %		

Legend:

Factors: 1 = pessimism/ rationalization, 2 = social orientation, 3 = ability to evaluate other people;
h² = communalities (encumbrances less than, .35 are not demonstrated in the table)

In Table 4 we have showed the descriptive statistics for the dimensions of the questionnaire of self-induced concatenated demotivation, defined as simple linear item combinations, that determine each dimension. The highest average (arithmetic mean) value was derived for the dimension of Pessimism/rationalization.

Table 4: Descriptive analysis for dimensions of the questionnaire of self-induced chained demotivation

Dimensions	Number of items	Average M	Average σ	K-S Z	p
Pessimism/rationalization	10	3,54	0,94	1,26	$p > ,05$
Social orientation	9	2,43	0,53	,929	$p > ,20$
Ability to evaluate other people	6	2,93	0,57	1,42	$p < ,05$

Legend: M= arithmetic mean, σ = standard dispersion, K-S Z= Z value of the Kolmogorov-Smirnov test, p= probability of importance

Table 5 - Correlations between dimensions of the questionnaire of self-induced concatenated demotivation, age and years of service.

Variable	Pessimism/rationalization	Social orientation	Ability to evaluate other people
Pessimism/ rationalization	1	,57**	,30**
Social orientation		1	,35**
Ability to evaluate other people			1
Age	,15*	,15*	-,10
Years of service	,19**	,22**	-,09

Legend: * = correlations important with $p < ,05$ ** = correlations important with $p < ,01$

The value of the correlation coefficient between years of service and the result according to dimensions of the questionnaire of self-induced concatenated demotivation indicates that the relationship between those variables is considerably low and positive (with the exception of the dimension of ability to evaluate other people). Social orientation is significantly positive but lower related to age and years of service, the same as the dimension of pessimism/rationalization.

The main result of this research is that three latent dimensions have been indicated by means of which psychological meanings of the construct of self-induced chained demotivation can be well interpreted.

We had pre-assumed that psychological determinants of self-induced concatenated demotivation could have some common and psychologically interpretable elements.

Based on factor analysis result we have derived three factors that describe three dimensions of psychological consequences of demotivation. Based on items content that are being saturated by certain factors, we have interpreted them carefully as: 1) pessimism/rationalization, 2) social orientation and 3) ability to evaluate other people. The final version of the questionnaire of self-induced concatenated demotivation could consist of only 25 items, that could be defined by the dimensions derived from this research. However, an important result of this research is the fact that the percentage of the explained variance is very low (lower than 36%), what arguably indicates that the construct of self-induced concatenated demotivation on the basis of questionnaire items from the preliminary research is not good enough covered. The dimension of social orientation is very close to extraversion, if we analyze the item content that defines it. However, it can be noticed that the content of the claims partly emphasizes the importance of the social aspect, in the sense that other people are perhaps an excessively important “criterion” for evaluating one’s own and somebody else’s actions and life decisions. It is possible that social orientation and social comparison distract the individual’s attention from creating his own criteria for the evaluation of one’s own achievements, actions and other things. Based on the content of claims that define the dimension of pessimism/rationalization (reflection on possible negative outcomes of one’s own actions, better chances of other people and similar), it can be assumed that the external locus of control dominates more by participants with a more noticeable aspect of this dimension. People perceive themselves as being less successful (perhaps because of the insufficient stimulation of the possibly achieved success), what could lead to a decrease of work motivation. Furthermore, the content of claims that determines the ability to evaluate other people perhaps indicates the individual’s belief that he can clearly evaluate different social situations, regardless if it relates to his own ability to evaluate other people (*I evaluate other people very well*), or the belief in the correctness of certain convictions related to other people (*Women are perfectly understood by men*), that are actually without basis. All three dimensions have proved to be low, but still satisfactorily reliable.

All three dimensions of the questionnaire have proved to be mutually positively and significantly related. The largest relation is found between the dimension of pessimism/rationalization and social orientation. Low but positive and statistically significant correlations of two derived dimensions (pessimism/rationalization and social orientation) with chronological age and years of service, indicate that with increase in age and years of service there is also an increase in the explicitness of self-induced chained demotivation. In other words, it is likely that self-induced concatenated demotivation appears more frequently in older employees and employees with a longer work experience.

Practical implications of the research suggest primarily the fact that the process of desired transformation of work motivation in postsocialism is a very complex, long-lasting and uncertain process. According to the authors, all factors and actions of managers or certain employees who can make work motivation become intrinsic, and direct the work group cohesion (in a work organization) primarily towards the task, can gradually lead to positive effects. That can also reflect on work performance and job satisfaction and gen-

erally on desired transformation processes illustrated in the right half of figure 1. Some of those factors were suggested by Hackman and Oldham (1980), describing ways how managers can increase job motivating potentials, following five concepts: task combination, forming a natural work group, establishing contact with service users, vertical encumbrance, open canals for feedback and giving employees greater control. The concept of giving employees greater control refers to the belief that employees who are given greater control over their job and work environment will be more motivated. Their personal values are increasing while making a contribution to the work organization. Similar factors were described by McClelland (from Zepeda, 2007) who suggests the “job enrichment” formula, meaning that a manager should encourage all subordinates to feel purposive and responsible, as well as to provide feedback on the results of their accomplished tasks. Giving employees greater control means shifting authority and responsibility from manager to all employees and engaging employees in the process of decision making.

In this research we have noticed a few important flaws (and therefore restrictions of the ability to generalize tasks). The basic flaw of this research derives from the non-accidental participant sample in the research. We did not have the correct insight into whether some participants denied engaging in the research, what could have had an impact on the results. Furthermore, the derived results could indicate a disproportion of the number of participants employed in the private sector in regard to the public sector, as well as a disproportion in the number of male participants in regard to female participants. The insight into the sub-samples of participants indicates that the highest results in the three dimensions of selected attitudes and employee characteristics in the public sector were achieved as follows by: teachers, other social professions, natural scientific / technical professions, economists / lawyers, and psychologist. On the other hand, the sample of the private sector employees may have been significantly positively selected regarding the levels of professional qualifications. In fact, the majority of the participants were electrical engineers. Therefore in future researches it should be taken into account that the sample of participants should be stratified, or random, what would certainly neutralize some of the flaws of this research. The second major flaw is certainly the fact that the studied concept has been researched for the first time, and therefore its concrete theoretical framework was not defined clearly, resulting in a lower percentage of the explained variance. Although the theoretical model in figure 1 indicates basic determinants of the concept of self-induced concatenated demotivation, the practical areas of its manifestations in a specific work environment are probably very wide and situational specific. Another question relates to the level of correct interpretation of this construct using exclusively quantitative methodology, especially when it's about those aspects of concatenated demotivation, that could be included in measures based on self-evaluation. In future it would be extremely useful to combine the usage of quantitative methodology with the qualitative. The quantitative methodology could provide a clearer insight into concatenated demotivation, that is basically a process. Antecedents and the consequences of demotivation are a very heterogeneous set of characteristics, that would be very interesting to look into in future. This research was primarily seen as a potential guideline for future researches, and as a test of an approach into this thematic based on the examination of completely specific attitudes and

reflections of employees we often come across in the everyday work practice. Considering all the facts, the possibility of generalizing this research is small and thus further researches are needed, with the same or modified measuring instrument, and certainly with a theoretical starting point that is of higher quality (better defined).

2. CONCLUSION

Based on the results of factor analysis three latent dimensions have been found, that lie at the basis of self-induced concatenated demotivation that explain only 36% of the overall variance. Therefore we support the first research hypothesis. The questionnaire of self-induced concatenated demotivation has showed to be a low but satisfactory reliable measuring instrument. The Cronbach α - coefficients of certain dimensions of the questionnaire are low but satisfying: pessimism/rationalization ($\alpha = ,77$), ability to evaluate other people ($\alpha = ,66$), and social orientation ($\alpha = ,56$). The results in the dimensions of pessimism/rationalization and social orientation are in a low but positive and statistically significant correlation with the age of participants and years of service. In future researches it should be taken into account that the sample of participants should be stratified, or random, and the theoretical concept that is a starting point in the research should be clearer defined, what would certainly neutralize some of the flaws of this research. A more representative sample could lead to more relevant conclusions about the nature of the concept of self-induced concatenated demotivation.

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